



MERU UNIVERSITY OF SCIENCE AND TECHNOLOGY

P.O. Box 972-60200 – Meru-Kenya.

Tel: +254(0) 799 529 958, +254(0) 799 529 959, +254 (0)712 524 293

Website: www.must.ac.ke Email: info@mucst.ac.ke

UNIVERSITY EXAMINATIONS 2023/2024

FIRST YEAR SECOND SEMESTER EXAMINATION FOR DIPLOMA IN HUMAN
RESOURCE MANAGEMENT

BUS/OS/BM/CR/01/6: DEVELOP BUSINESS STRATEGIES

DATE: APRIL 2023

TIME: 1½HOUR

INSTRUCTIONS: Answer Question ONE and any other THREE questions.

QUESTION ONE (40 MARKS)

1. State the meaning of the term scanning business environment (2marks)
2. Highlight five factors within the Internal environment that may affect the performance of a business (5marks)
3. Highlight five uses of a vision statement of an organization (5marks)
4. Identify four functional areas in an organization (5marks)
5. Outline four benefits of SWOT analysis as a tool for business decision making (4marks)
6. State four organizational capabilities (OC) upon which business strategies may be formulated (4marks)
7. Highlight four ways of identifying operational gaps in an organization (4marks)
8. Highlight four characteristics of the Balanced scorecard model (BSC) used to monitor and evaluate business operations (4marks)
9. Outline four contents of a corrective action report (4marks)
10. Highlight four circumstances under which it may be appropriate to use tactical planning in an organization (4marks)

SECTION B (60MARKS)

11. a) Outline six opportunities that Tulipo Hotel may take advantage of in order to succeed in business (8marks)



- b) Highlight four strengths that Tulipo Hotel should build on to compete effectively with other companies (4marks)
- c) Discuss the pestel analysis (10marks)
12. a) Describe five steps followed when developing business policies and procedures (10marks)
- b) Explain five reasons that make it necessary for the management to monitor and evaluate business operations in the organization (10marks)
13. a) Explain each of the following levels of planning.
- a. Strategic plan (2marks)
 - b. Tactical plan (2marks)
 - c. Operational plan (2marks)
 - d. Contingency plan (2marks)
- b) Explain six components of a good mission statement for use by business organizations (12marks)
14. a) Explain five forms of business organizations that may be operated in Kenya (10marks)
- b) Highlight five challenges that affect business operations in Kenya today (10marks)

